

Strategic Plan Communication Strategy

Situational Analysis

The City of Durham is embarking on a planning process that will yield the organization's first-ever Strategic Plan. The process involves all aspects of the organization – elected officials, City staff, and the citizens of Durham.

As part of this process, the Strategic Initiatives Division with the City's Department of Budget & Management Services has made significant steps in reaching out to two of the target audiences noted above through a City Council survey and presentation and a series of three Staff Forums and a director's retreat. Division is continuing with community stakeholder meetings as well as Divisions/Committees/Commissions meeting.

This process will involve three phases of communication activities:

1. Phase I – Strategic Plan Development & Initial Branding
2. Phase II – Strategic Plan Presentation & Continued Branding
3. Phase III – Strategic Plan Implementation & Continued Branding

1. Goals

To brand the City of Durham Strategic Plan with elected officials, City employees, the news media, and the citizens of Durham as a sound, effective guide that will steer the organization forward toward improved budgeting, resource allocation, delivery of services, measurement, and evaluation.

2. Target Audiences

Different phases of this process will target different audiences with communication messages tailored for each audience.

1. Phase I – Strategic Plan Development & Initial Branding
Primary audiences at this early point in the process are City Council members, City staff, Durham citizens, the news media, and community stakeholder groups.
2. Phase II – Strategic Plan Presentation & Continued Branding
Primary audiences at this mid-point in the process are City Council members, City staff, the news media, Durham citizens, and community stakeholder groups.
3. Phase III – Strategic Plan Implementation & Continued Branding
Primary audiences at this point in the process are City Council members, City staff, the news media, Durham citizens, and community stakeholder groups.

3. Strategy

To use a variety of different mediums to communicate to our target audiences the value of this planning process and the ultimate benefit it will bring to those various audiences in service delivery by the organization.

4. Messages

Messages will be tailored to resonate most with the different types of target audiences. Suggested key messages could be:

City Council: This process will lead to a better managed organization in day-to-day operations, enabling you to focus on policy making and strategic direction.

City Staff: This process will provide a roadmap for the organization to enable you to make better decisions in how you complete your work, which will lead to better delivery of our services and programs since the plan will guide budgeting and resource allocation as well as performance measurement and evaluation.

News Media: This process will define the overall mission of the organization and create more efficiency, transparency and accountability for Durham residents.

Durham Citizens: This process will bring about better service delivery and better use of your tax dollars.

Community Stakeholders: This process will bring about better service delivery and better use of your tax dollars.

5. Tactics

Tactics will vary based on available marketing budget and the target audience. Tactics will also vary based on at what phase of the process the plan is in.

1. Phase I – Strategic Plan Development & Initial Branding

Primary audiences at this early point in the process are City Council members, City staff, Durham citizens, the news media, and community stakeholder groups.

Branding

- Logo and tagline development for use externally and internally on all pieces
 - Draft logo/tagline design provided to Strategic Initiatives on 11-13-09; provided revised logo/tagline design on 12-04-09 and now awaiting feedback.

Media Relations

- News release sent 12-01-09 to all local print, TV and radio news outlets detailing the plan, encouraging citizen input via the online survey, why it's important to residents, where to go for additional information, etc.
 - Release also sent to PAC 1-5 list serves as well as INC list serv.
 - Release also posted to City's Web site under "Latest News."
 - Short segment regarding news release on "City Hall This Week" – 12/14/09 edition (show will air 12/14/09 until 01/11/10 on DTV8).
 - Short article in "City Manager's Weekly Report" – 12/04/09 edition

Direct Mail

- Beginning with January/February 2010 edition, create an employee-only, internal newsletter to be provided via the Intranet and in hard-copy to employees without access to e-mail/Intranet.
 - Core Team member responsible for developing content; Public Affairs will assist with design and Print Shop negotiations.
 - Proposed budget allotment of \$100 for this budget cycle.

Web Site

- Update department's Web page information
 - Revise current layout and content of existing Web page to make more user-friendly, only include relevant information and remove PDF downloads.
 - Core Team representative and Public Affairs to work together.

- Create Facebook page and reach out to “friend” organizations and link back to main page on City’s site
 - Core Team representative responsible for developing and monitoring/posting to Facebook page. Public Affairs will assist only upon request.

Promotional Items

- Posters for display in Break Room areas explaining the importance of the process, the critical role of employees in this process, and where to go for more information.
 - Proposed budget allotment of \$50 for this budget cycle.
- Purchase promotional items for distribution to City staff to raise awareness of process.
 - Items could be pens, pads, mugs, mouse pads, key chains, etc. Proposed budget allotment of \$250 for this budget cycle.
 - Core Team representative responsible for selecting item(s) and ensuring production/distribution to employees. Public Affairs will assist only upon request.

2. Phase II – Strategic Plan Presentation & Continued Branding

Primary audiences at this mid-point in the process are City Council members, City staff, the news media, Durham citizens, and community stakeholder groups.

Branding

- Logo and tagline roll-out on all pieces whether for external and internal communication pieces.

Media Relations

- Segment on “CityLife” – February or March 2009 episode.
- Short article in “*City Manager’s Weekly Report*”
- Guest column and/or Letter to the Editor in the local daily and weekly newspapers (*The Herald-Sun*, *The Triangle Tribune*, *The Durham News*, *Que Pasa*, etc.) explaining the change, why it’s necessary, what the City hopes to achieve by embarking on this process, etc.

Advertising

- Small ad in the bi-monthly *Citizens’ Newsletter*
Cost: Free placement cost; design costs free if done in-house
- Announcement in each weekly listing of the “City of Durham Bulletin Board” (DTV8)
Cost: Free

Community Relations

- Present draft strategic plan to City Council in June 2010.
- Present draft strategic plan at Staff Forums in May 2010.
- Present draft strategic plan at Community Stakeholder Forums in May 2010.
- Present draft strategic plan at Boards/Committees/Commissions Forum in May 2010.
- Core Team members request to speak/present at local community meetings once proposed plan is completed by City staff and presented to Council and public feedback is actively sought.
 - Presentation requests to PACs 1-5 and INC; offer to present to other community organizations upon request.

- Develop and provide educational materials to provide at all speaking engagements.
 - Materials: PowerPoint presentation and leave-behind handout
 - PowerPoint Cost: Free
 - Leave-behind handout: If designed in-house - free; will still need to account for printing costs.
 - Core Team representative and Public Affairs to prepare.
- Provide leave-behind information for City Hall lobby/DOC Information Desk.
 - Proposed budget allotment of \$50 for this budget cycle.
- Update Speakers Bureau presentation materials to be available to civic organizations upon request.

Direct Mail

- For employee outreach, continue with April/May 2010 edition through employee-only, internal newsletter.
- For citizen outreach, continue with newsletter in March/April 2010 water bill. Purpose is to share results of the process to date and what is being presented to Council.
 - There are limits on size/weight of paper and dept. must pay the design/printing costs; however, since it accompanies the water bill, dept. will not pay postage.
 - Cost is approximately \$2,000 for a one-time, full-page insert. Black & white copy of colored paper.
 - Core Team representative and Public Affairs to prepare.

Web Site

- Update department's Web page information to reflect final plan for Council approval
 - Update Facebook page and continue to reach out to "friend" organizations and link back to main page on City's site
- Post any news releases to "Latest News" on City's home page

Promotional Items

- Posters for display in Break Room areas explaining the what's happening with the process, the continued critical role of employees in this process, and where to go for more information.
 - Proposed budget allotment of \$50 for this budget cycle.
- Continue to distribute promotional items to City staff to raise awareness of process.

3. Phase III – Strategic Plan Implementation & Long-term Branding

Primary audiences at this point in the process are City Council members, City staff, the news media, Durham citizens, and community stakeholder groups.

Media Relations

- News release to all local print, TV and radio news outlets detailing what has been approved by Council and how the implementation phase will proceed.
 - Release will also be sent to PAC 1-5 list serves as well as INC list serv
 - Release will also be posted to City's Web site under "Latest News"
 - Public Affairs to prepare with assistance from Core Team representative.
- Segment on "City Hall This Week"
- Segment on "CityLife"

- Short article in “*City Manager’s Weekly Report*”
- Guest column and/or Letter to the Editor in the local daily and weekly newspapers (*The Herald-Sun*, *The Triangle Tribune*, *The Durham News*, *Que Pasa*, etc.) explaining what’s in the plan and where the organization goes from this point.
 - Public Affairs to prepare with assistance from Core Team representative.

Advertising

- Small Ad in the bi-monthly *Citizens’ Newsletter*
Cost: Free placement cost; design costs free if done in-house
- Announcement in each weekly listing of the “City of Durham Bulletin Board” (DTV8)
Cost: Free

Community Relations

- Request to speak/present at local community meetings to explain what’s in the approved plan and next steps.
- Develop and provide educational materials to provide at all speaking engagements
 - Materials: PowerPoint presentation and leave-behind handout
 - PowerPoint Cost: Free
 - Leave-behind handout: If designed in-house, free; will still need to account for printing costs.
 - Proposed budget allotment of \$100 for this budget cycle.
- Develop celebration party at City sites with employees to explain what has been approved, what it means to them, next steps in implementation process, distribute promotional items, thank them for their participation, etc.
 - Proposed budget allotment of \$300 for this budget cycle.
- Provide leave-behind information for City Hall lobby/DOC Information Desk.
 - Proposed budget allotment of \$50 for this budget cycle.
- Update Speakers Bureau presentation materials to be available to civic organizations upon request.

Direct Mail

- For employee outreach, continue with employee-only, internal newsletter. Purpose is to explain what’s in the approved plan and how that affects our citizens; going forward with implementation, etc.
- For citizen outreach, short article in the “*Citizens’ Newsletter*” driving citizens to Web page for detailed information. Purpose is to explain what’s in the approved plan and how that affects our citizens; going forward with implementation, where to find more information, etc.

Web Site

- Update department’s Web page information
 - Update Facebook page
- Post news releases to “Latest News” on City’s home page

Promotional Items

- Posters for display in Break Room areas explaining that the process is complete, the continued critical role of employees in implementation of the plan, and where to go for more information.
 - Proposed budget allotment of \$50 for this budget cycle.
- Continue to distribute promotional items to City staff to raise awareness of process.

6. Resources

- City Manager as primary spokesperson on the reason the organization is embarking on this process and what the ultimate goal(s) are for the organization
- Budget & Management Services Dept. Director to speak to the technical process and serve as secondary spokesperson when City Manager is unavailable.
- Strategic Initiatives staff to serve as back-up to Budget & Management Services Director.
- Public Affairs staff to assist with implementation of the communications plan as noted above with direct assistance from the Core Team.

7. Measurement

- City staff participation numbers in all forums/meetings with all target audiences – recorded by Core Team
- Media hits (print, television, radio, and online) in each phase of the plan roll-out – recorded by Public Affairs
- Number of inquiries received by DOC by phone and online in each phase of the plan roll-out – recorded by DOC and provided to Core Team and Public Affairs
- Number of hits to web page in each phase of the plan roll-out – external – recorded by Technology Solutions and provided to Core Team and Public Affairs
- Number of hits to web page in each phase of the plan roll-out – internal – recorded by Technology Solutions and provided to Core Team and Public Affairs

8. Budget

The preliminary recommended budget is \$3,000 for all communication activities through plan approval by Council and implementation.

9. Implementation Schedule

Phase I of the campaign is already underway. Phase II and III implementation will coincide with Project Timeline developed by Strategic Initiatives. Long-term communication will then fold into the Check-In/Annual Evaluation of the plan using existing outreach mechanisms already in place in the City.